

SALES MANAGER COACHING

When managers fail to coach, team performance suffers and transformations don't stick. Develop coaching skills and hold managers accountable for using them.

Today's sales manager is often yesterday's star performer promoted for his/her ability to sell. This leaves many organizations with a significant coaching and managerial proficiency gap. What's more, this gap exists at a time when seller behavior change is necessary to give customers the experience they demand. Without effective front-line coaching, this change won't happen and managers will struggle to engage/retain top performers and hit sales targets.

What does a lack of effective manager coaching cost your business? The answer is a lot. Let's start with performance against sales target. Teams coached by low effectiveness managers perform up to 19% points below teams coached by high effectiveness managers. That's almost \$4 million dollars in missed revenue on a \$20 million team sales goal. We also see lower team engagement and higher turnover on teams receiving low effectiveness coaching. Finally, when trying to develop seller skills, most of what is learned in training (87%) is lost in 30 days if not reinforced by effective manager coaching. That's a significant scrap learning rate and missed improvement opportunity.

We recommend manager coaching be a constant priority in any sales transformation, with particular focus on skills that improve a manager's coaching posture. These include:

Preparing for each interaction

Affirming a relationship of trust

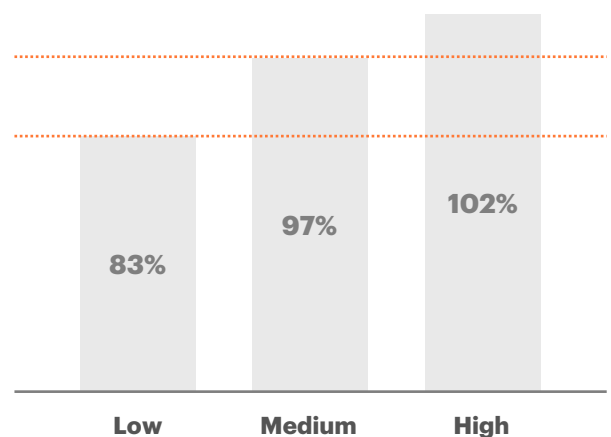
Understanding observed behavior to know what to coach to

Specifying behavior change in a way that motivates action and

Embedding new behaviors through consistency and follow up.

Our Coaching to the Challenger Program can help. **Contact us** for more information.

Account Manager Percentage to Goal
by Coaching Effectiveness



Average Account Manager
Attainment to Goal

Source: CEB Research.